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Executive Registry

DEC 1963

63-9049

MEMORANDUM FOR: Executive Director

THROUGH : Deputy Director for Support

SUBJECT : Ratings of Supervisory Ability

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1. This memorandum submits a recommendation for your approval: this recommendation is contained in paragraph 5.

2. The attached draft form (TAB A) was developed in response to your informal request for a new form for rating the supervisory abilities of officers at the Branch Chief level and above. If adopted, it would be prepared as a supplement to the regular Fitness Reports on such officers. As the form indicates, we feel that these ratings should not be shown to the individuals concerned.

3. A form such as this offers considerable surface appeal since it would seem to compel senior officers to "go on the line" regarding the supervisory ability and executive potential of their subordinates. Actually, I doubt that adoption of the form would, in itself, effect any significant improvement in our evaluations of supervisory competence. The real importance of ratings on this aspect of performance can only be conveyed through the example set by top management and the chain of command. If line officials accept their responsibilities, the present Fitness Report form will serve quite adequately to record their appraisals of supervisory and managerial performance. Further, the Fitness Report form is less restrictive than the attached draft and allows the rater to state his evaluation in the way which he feels will be most useful.

4. We are prepared to coordinate a form similar to the attachment if you wish us to do so. However, I believe that it would be more productive to stress, through command channels, the importance of following current official instructions in the preparation of Fitness Reports. (See TAB B). You will recall that a similar approach proved most effective in improving the timeliness of those reports. I recommend that you approve this latter course of action including the suggestion that General Carter make appropriate remarks on this subject at an early staff meeting.

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Attachments:



Emmett D. Echols
 Director of Personnel

(DISAPPROVED).

ILLEGIB

11 DEC 1963

Date

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 downgrading and
 declassification